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# RECRUITER

*The United States Army Recruiting Command.*

JOURNAL  
JULY 1996

**USAREC**  
**Families Are Special**



Family Symposium, page 7

## “Smart Quotes”

- The 1996 Harris Poll of Confidence in Leaders of Institutions reports that 47 percent of American adults expressed “a great deal of confidence” in military leaders, up from 43 percent in 1995 and well ahead of all other institutions. Second best was the Supreme Court, 16 percentage points back at 31 percent.

*The Harris Poll 1996 No. 10, January 1996*

- “Nine out of 10 times, a soldier leaves the Army with more academic credentials than he or she came in with,” COL James Nichols, Director of the Army Continuing Education System, stated, after announcing that the Army has increased tuition assistance from 12 to 15 semester hours per year.

*Army Times, May 1996*

- The family headed by a high school graduate will earn, on average, \$250,000 more than will the family headed by a high school dropout over 40 years. The family headed by a person with an associate’s degree will earn, on average, about \$500,000 more than will the family headed by a high school graduate. Then, in turn, the family headed by a person with a bachelor’s degree will earn, on average, about \$800,000 more than the family headed by the person with the associate’s degree.

*Postsecondary Education Opportunity, April 1996*

- Foreign-born persons (immigrants) represented 9 percent of the US population (23 million) in 1994. The percent of immigrants has ranged from a high of 15 percent in 1910 to a low 5 percent in 1970. However, since 1970, the percent has steadily increased. Among the foreign born in 1994, 68 percent were white, 7 percent black and 21 percent Asian/Pacific Islander. Nearly half (46 percent) of all immigrants were Hispanic.

*Minority Market Alert, May 1996*

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**MG Alfonso E. Lenhardt**  
Commanding General

**S. Douglas Smith**

Public Affairs Officer

**Kathleen Welker**  
Editor

**Pearl Ingram**  
Assistant Editor

**Emilie L. Howe**

Assistant Editor

**Joyce Knight**  
Graphic Support

**Steve Catlin**  
Cover Photography

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Commander

U.S. Army Recruiting Command

ATTN: RCAPA-PA (*Recruiter Journal*)  
1307 Third Avenue  
Fort Knox, KY 40121-2726

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The United States Army Recruiting Command



# Recruiter Journal

VOLUME 49, Number 7

July 1996

FLARE

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# Taking Care of Business

This month we are initiating a new column that addresses "the basics" of recruiting, those principles and processes that the command has always called "taking care of business."

Below is the first column. The *RJ* staff welcomes your comments and suggestions for future columns.

## CONVERSION DATA

Change within the command has been rapid these past couple of years. One constant, however, is the importance of conversion data. The emphasis placed on conversion data has steadily declined since the implementation of Success 2000; therefore, many of our battalion and company commanders have little experience analyzing their unit's conversion data.

What exactly is conversion data? With the many changes in the recruiting environment, why is conversion data still important? How does it benefit me?

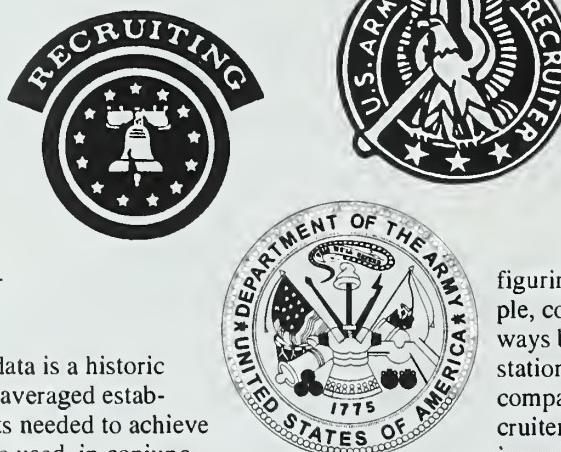
We will answer these commonly heard questions shortly. First, let us define conversion data. Conversion data is a historic record of achievements when averaged establishes the activity requirements needed to achieve monthly mission box. It is also used, in conjunction with the mission box work plan, to record the work activity of the recruiting station, company, and battalion.

You might now be asking yourself why it's important to know your unit's conversion data. Well, there are three primary reasons why you should know what your organization's conversion data is and how to use it as a management tool.

First, your conversion data will provide an indicator of sales training needs. By studying the conversion data you will be able to determine your company's strengths and weaknesses within the processing cycle. Additionally, you will be able to determine whether the training trends are affecting your entire company or just restricted to a couple of recruiting stations.

Second, your conversion data will provide a method to determine work requirements for mission box accomplishment. By carefully compiling your historical data and accurately computing your up-to-date conversion data, you will be able to determine, by category, what your company's work ethic requirements are. This knowledge will enhance your probability of mission box success.

Lastly, conversion data, used in conjunction with



your monthly work plan, will give you an early warning system to preclude failure. By analyzing your conversion data and daily work ethic results you will be able to provide guidance and direction to your station commanders.

Now that we have a basic understanding of what conversion data is and why we must do it, let's discuss how to do it. To figure your conversion data use USAREC Regulation 350-7, Appendix F. You must also use the Conversion Data Chart (USAREC Form 635-B). The Conversion Data Chart is a rolling 12-month (RSM) form.

To figure your conversion data, first obtain copies of

all your recruiting station's Conversion Data Charts. Update your Conversion Data Chart with the processing activity of the last completed RSM (APPT COND through CONTRACT). Then divide the total contracts (by category) into the current totals (by category). This will be your conversion data.

There are some other guidelines to remember when figuring your conversion data. For example, company conversion data will always be a roll-up of all recruiting station activity totals. However, as the company conversion data is based on recruiter-initiated activity only, the recruiting company plan will not be a roll-up of the recruiting station numbers except at the contract level. (For more specific guidance into the mechanics of figuring your conversion data, remember to reference USAREC Reg 350-7 and USAREC Reg 350-9.)

Now that you have a fundamental understanding of what conversion data is, why you must figure your conversion data, and how to do it, how will all this benefit you? By using your conversion data as a management tool, you will be able to measure your company's progress toward mission accomplishment. Analyzing your conversion data will further assist you in identifying training needs at company and recruiting station levels.

There are many other important reasons for knowing and using your organization's conversion data. If you have been consistently analyzing your data, you already know what those benefits are. If you have gotten away from or have never used your organization's conversion data, now is as good a time as any to incorporate this vital tool into your management inventory. The future holds many more changes for our organization, but one thing will always remain a constant in sales . . . and that is the importance of conversion data.

## Fourth of July Safety



The approaching 4th of July holiday is a popular time for celebration and relaxation. Many of you will be enjoying picnics, boating, swimming and sporting events. These activities are always enjoyable, but unless certain precautions are taken, accidents could happen to spoil the holiday. Everyone must stress safety and prevent accidents.

Preventing accidents is everyone's mission. An accident free holiday is possible, but can only be achieved through concerted command efforts. A safe weekend will make for an enjoyable holiday.

Have a great and safe holiday weekend.

## Tracers on IRR transfer orders



The USAREC Liaison Team at ARPERCEN has been flooded with tracers on orders for soldiers transferring from the IRR to a TPU. We need the support of all battalions to ensure smooth processing.

In order to permit continued improvement in the level of service provided by the liaison team, the following guidelines were effective Jul. 21, 1995:

- a. Recruiting battalions will contact their recruiting brigade first to see if an order has been published.
- b. Except for prior service soldiers scheduled for training, a tracer will not be requested until 45 days have elapsed since the reservation date. (*This is our greatest problem area: We are receiving tracers on actions submitted less*

*than 24 hours previously.)*

c. The tracer must include a legible copy of the DA Form 4187 and a copy of the REQUEST reservation. Other documentation may be requested by the USAREC Liaison Team if problems arise. Ensure the word "TRACER" is annotated on the copies (another common error). The tracer packet can be faxed to the USAREC Liaison team.

d. Since brigades have access to personnel record information, you can do periodic checks locally to reduce the flow of paper.

Once the order is published by ARPERCEN, the Liaison Team will fax a copy of the orders to the respective battalion operations for distribution. By following these guidelines, the battalions would be making a major contribution to the improved efficiency and service to the field by the USAREC Liaison Team at ARPERCEN.

Point of contact is MSG Yardley, 1-800-223-3735, extension 6-0529; or DSN 536-0529.

## New RPI phone numbers



The new telephone extension numbers for ordering RPIs are: 1-800-223-3735, extension 6-0690 or 6-0691.

The new fax number: (502) 626-0981.

## USAR TWOR update



USAREC'S second annual Technical Warrant Officer Recruiter (TWOR) Sustainment Training Conference will be held at Fort Rucker, Ala. The tentative dates are Sep. 9-12, 1996 (Sep. 8 and 13 will be travel days). USAR brigade and battalion operations officers and/or NCOs are encouraged to attend.

Since the last training conference, there has been a large turnover of TWOR, and operations personnel at both battalion and brigade level. Representatives from the various proponents, ARPERCEN, USARC, and HQ USAREC will be participating in this sustainment training. This training will be critical in the accomplishment of the FY97 TWOR mission.

Each Technical Warrant Officer Recruiter is now authorized a pager for official government use. Laptop computers have been ordered and purchased. Delivery will be in the fourth quarter FY96.

This will give the TWOR direct access to OWNRS, forms flow, etc., and will definitely enhance packet preparation and telecommunications between HQ USAREC and the field force. Laptops will be issued to the TWORs with the appropriate training during the conference.

## Family Readiness Plan reminder

All single parents, dual military couples with children, and pregnant soldiers residing apart from their spouses are required by Army Regulation 600-20, Army Command Policy, para 5-5, to have a valid Family Readiness plan approved by the unit commander.

Army Family Readiness Packets are given to each soldier upon arrival to the unit. Additionally, all soldiers specified above must have their Family Care Plan reviewed annually for changes and accuracy.

### Net pay advice issued only at midmonth

Effective with the July 1996 midmonth military payday, only those soldiers electing a midmonth pay option will receive an NPA.

Previously, during months when the Army had miscellaneous comments to disseminate, soldiers without midmonth pay options also received an NPA containing only the miscellaneous comments. In the future, the only time soldiers without a midmonth pay option will receive an NPA is when OSD directs a remark to the total force.

(From a Defense Finance and Accounting release to Army News Service)

### TRADOC begins work on "Army After Next"

If crystal balls exist, a group of officers at Training and Doctrine Command headquarters could use one. They're trying to see 30 years into the future for the "Army After Next."

The Army After Next is the one that will follow Army XXI, with capabilities to serve the country after 2010, according to GEN William W. Hartzog, TRADOC commander. The project will "conduct broad studies of likely development of warfare" till about 2025, he said.

"The program will provide these issues to senior Army leadership in a format suitable for integration into Army combat development programs, and to be leveraged in other government programs, as appropriate," Hartzog said.

"Normally ... 15, 18, maybe 20 years, that's about all you can legitimately take a look at and have people believe that you're not writing

science fiction," said COL Michael Starry, who heads the AAN team. Starry is also director of future battle under TRADOC's deputy chief of staff for doctrine.

"Our job is to keep it related to what we're doing today, even though we're trying to look at a 30-year future. We have a benign period, if you will, where we have no strong competitors in a super power sense and where we can take some risks and do some different things," Starry said.

The exercise in predicting the future is being done at the direction of GEN Dennis J. Reimer, Army chief of staff. He tasked TRADOC with trying to figure out what capabilities the Army after Army XXI will need.

Initial group focus will be on future developments in four areas — geopolitical realities; human and organizational behavior, military art and technology.

Sister services, other government agencies, and private think tanks and laboratories are also trying to divine the future, and the AAN team will have access to their efforts. All such information, as well as studies conducted by team members, will be synthesized into a "white paper," a report to be delivered to GEN Reimer each summer.

The other major annual event is a winter war game to be held at the Army War College, Carlisle Barracks, Pa. The ultimate goal is to produce an Army that wins wars, not just individual battles on specified battlefields, Hartzog said.

"This broadens considerably the scope and depth of AAN research and invites multi-service participation at every opportunity," Hartzog said. "Winter war games will therefore be global in scope, replicate spectrum of warfare from strategic

political to tactical, and [they will] be fundamentally joint in nature."

"Our objective is not to just sit around like a bunch of woolly-headed intellectuals, but to come to some serious conclusions about the future and feed that back into our system," said MG Robert Scales, DCSDOC, TRADOC's chief of the AAN project.

It is vital that the Army knows what the future might bring because it is the Army that has the ability to carry out national policy over a wider range of situations. Another danger to avoid is basing the Army After Next solely on technological breakthroughs. While advanced weaponry and equipment is necessary, having people who can make good decisions is more important.

"First of all we have to have soldiers capable of near autonomous action," Scales said. "The days of waiting for someone in the rear echelon to tell you what to do are gone. You need soldiers who are adaptive. It may very well be in the Bosnia of 2020 that we'll look for a squad leader to make decisions that could have national strategic importance."

"So if there is a long pole in the tent of the future, I would argue that it is today, and 20 years from now, quality soldiers and quality leaders," the general said.

(by Jim Caldwell, Army News Service)

### The next CSM

USAREC has announced that CSM Thomas M. Brook, currently serving in the 6th Recruiting Brigade, will be the next USAREC command sergeant major. He will succeed CSM Ernest H. Hickle after Hickle's retirement ceremony on Aug. 1, 1996.

# Improving Your Station's Environment

by SFC Gary J. Bowery

*This is the first part of a two-part article. The conclusion will appear in the August issue of the Recruiter Journal.*

**T**aking care of soldiers is your first responsibility. As a station commander, remember back when you were a field recruiter. The station was successful and everyone in the station enjoyed coming to work. There was a magic glow in your station and in each of the recruiters in the station. Applicants felt the positive atmosphere when they walked in the station. This atmosphere helped increase the desire to be part of the team.

There are many ways to maintain that positive atmosphere or help bring back if it's lacking. The first and foremost thing to remember are *the five critical tasks*, plus two additional elements. The five critical tasks consist of:

- prospecting
- sales presentation
- processing
- DEP/COI maintenance, and
- follow-up.

The two additional elements are **mission preparation** and **leadership/team building**. Let's take a look at each of these areas and discuss some creative ideas you can use to improve the positive atmosphere within your station.

## Mission Planning

The first area we'll discuss is mission preparation. Let's face it, planning for the battle is as important as the battle itself. There are four subcategories in **mission preparation**, and they are:

- mission planning
- performance review
- maintain recruiter focus, and
- training.

## Mission Planning

There are several things to consider in **mission planning** when working on troop morale. As the station commander you must evaluate your station and then establish realistic, incremental goals. You will then build on those goals as your team accomplishes success, and eventually your goals and accomplishments will ensure mission success.

One key to goal setting is knowing how to *analyze*,

*train, direct, and motivate* your soldiers. Another idea is pairing your seasoned recruiters with your new recruiters. This develops teamwork and also increases recruiters' respect for one another.

Also, remember to involve your recruiters with **mission planning** to help develop a sense of ownership of the mission. Occasionally, take your recruiters to breakfast and discuss mission planning, DOD market share reports, and developing intensity to achieve set milestones. Build upon individual, team, and family self-esteem. Try taking all your soldiers and their families on quarterly functions (i.e., weekend camping trip, picnics, and theme parks).

## Performance Review

Let us now discuss **performance review**. If performance review is used to identify training weaknesses instead of punishment it becomes an extremely effective tool. It is also more effective if the recruiter is given the ability to express their concerns and ideas. Trust your recruiters to do their job and allow them to make decisions about prospecting times, and whether to terminate or hold individual 200-C cards.

Try doing a team **performance review** once a week to collectively determine who has what part of the station mission, what needs to be prospected, and what direction the team must go. You could also have your recruiters develop a hit list of applicants they have talked to already and who are still undecided about joining. These individuals can then be prioritized and targeted because they're more likely to process than someone who still needs to be interviewed.

Maintaining **recruiter focus** is nothing more than taking charge of your station and being in charge; making decisions and standing by them, good, bad, or otherwise. Know each recruiter personally, professionally, and determine their individual needs and interests.

Use compassion but with a firm hand. Don't allow administrative tasks to interfere with recruiters' scheduled prospecting time. Motivate recruiters to give you an honest day's work instead of establishing and enforcing standards based on a number of telephone attempts, contacts, or appointments made. This will give you a higher quality of accomplishments. Don't forget, if the standard is not enforced, you just set a new, lesser standard.

Also, try to determine if the problem is "I can't" or "I won't." You should also participate in the sales cycle with each recruiter to help understand what each

recruiter is up against (i.e., participate in a station phone blitz, go on interviews, and so forth). When doing a station phone blitz, have a contest and award the recruiter with the most accomplishments some sort of incentive. Remember, maintaining recruiter focus is enforcing standards and motivating your force to achieve mission success.

Training is the fourth category of mission preparation. Everything that happens in your station should be a training event, not a significant emotional event.

### Food for thought:

***They can because they think they can.***

— Virgil

When you are having your station meetings discuss things like old projections, and exchange planning guides to have other recruiters discuss their peer's work efforts.

The station's weekly training could consist of reading advanced sales material obtained from public book stores and/or libraries. Have recruiters discuss what they learned and found interesting, or what they think might improve their production. You could also work with neighboring recruiting stations and coordinate training efforts with them.

Always provide immediate training as the needs are uncovered. Try combining lecture with hands-on training, (i.e., discuss techniques to prospect on a college campus and then visit one so they can put the training to use). You could also video tape a high school or college class presentation so your new recruiters will have something to observe before they do their own.

The above discussion should give you some good ideas about improving mission preparation within your station. These are just a sampling of creative concepts collected from recruiters and station commanders throughout the command. Now that we discussed the element of **mission preparation**, let us take a look at the first task of the five critical tasks — **prospecting**.

### Prospecting

Without it, you'll never make mission. However, there are several things you, as the station commander, could do to help improve on positive results instead of just satisfying a number requirement. Prospecting is broken down into six categories: time management,

general prospecting, directing prospecting, telephone prospecting, area canvassing, and schools programs.

#### Time Management

Time management is a key element in the sales business. Don't forget, production is not based on time, but on output! During your team meetings try to collectively coordinate weekly major events with all your recruiters. Establish a weekly family day for each recruiter when they can go home early. Allow recruiters to manage their own time with your oversight.

Don't punish a lack of accomplishments if the work effort was there. If your recruiters are working hard but are not producing results try going through their planning guide for the past two weeks. Count the number of hours of actual lead generation activities. Ensure prospecting is being done from all lead sources. If necessary, adjust the recruiter's time into lead generation activities. Determine if more sales training is required and do a Before-Training Assessment of the area to determine training needs.

Use a team strategy for prospecting events. You've used this approach with missioning to help increase ownership; try it with prospecting. Sit with your recruiters and determine how much prospecting they need to do to be successful.

Ensure your recruiters have an alternate plan when they go on appointments (i.e., follow-ups, hot knocks, COI visits, etc.). Definitely ensure they have more than enough time to arrive at their appointment so they can stop and talk to someone they see on the way. These are just a few ideas while considering the important task of managing one's time on a daily basis.

#### General Prospecting

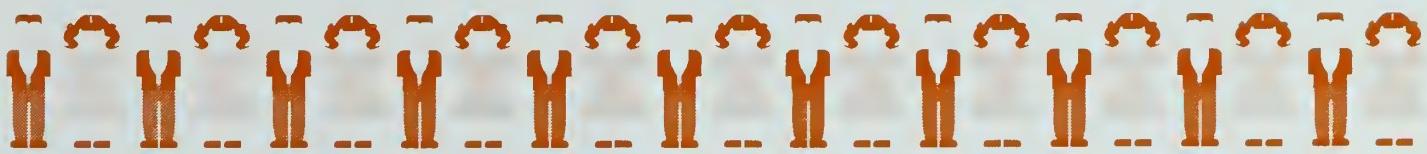
The second category of prospecting is **general prospecting**. The most important thing to remember is for your recruiters to use all lead sources while prospecting. Train your recruiters to understand and believe in the concept that you prospect at every opportunity.

Always keep your eyes open for every prospecting opportunity that may walk in front of you (i.e., when you're off duty and having dinner with your wife, church, lunch, vacation, etc.). While conducting "hot knocks" always leave RPIs, business card, and a personalized note at those homes where nobody answers, or the prospect is not home. If a recruiter brings you a no-show appointment without a rescheduled date, then that recruiter should owe you a new appointment.

Again, these are just some ideas that have proven worthy of your peers throughout the command. None of the above ideas are copyrighted. Try them. If you find them to work, make them yours.

*This discussion will be concluded in next month's Pro Talk.*

# Family Symposium



*Story and photo by Marty Skulas, Soldier Family Assistance Branch, USAREC Personnel Directorate*

**One hundred** twenty-six enthusiastic USAREC delegates and staff members traveled from all points of the compass to converge on Dallas for the 1996 USAREC Family Symposium. From May 13 to May 17, the family symposium allowed officer, enlisted, civilian employee, and family member delegates the opportunity to review quality of life issues submitted by each recruiting brigades.

Following a brief inprocessing, conference attendees gathered together for a Volunteer Appreciation Reception. COL Clyde Tull, USAREC director for personnel and host of the reception, welcomed everyone to the symposium and pointed out the importance of volunteers to USAREC.

"Volunteering is a wonderful act," Tull said. "It enriches both the volunteer and the organization served. There are many volunteers in USAREC who give time to support churches, scouts, Red Cross, and schools."

"In Family Support Groups, USAREC volunteers provide a vital link between the commander and families, passing information in both directions. Each volunteer adds his or her own special talents to the work of the Family Support Group. In recognizing the need for a solid volunteer program for family activities, Department of the Army has made Nonappropriated Funds available to reimburse some of the incidental expenses faced by volunteer such as mileage, long distance telephone calls, and child care."

In closing, Tull noted that "Volunteers are not paid. That's not because they're worthless but because they're priceless."

On Tuesday, the formal portion of the family symposium began as Mrs. Jackie Lenhardt, USAREC's First Lady, welcomed delegates to Dallas. She told delegates how good she felt returning to USAREC and how she looked forward to the week's work ahead.

Then USAREC CSM Earnest Hickle told delegates of the importance of their work. Using personal examples from his service career, he described changes in the Army's pursuit of quality of life. He encouraged delegates to continue the process of improving the Army during the week, citing recent experiences his daughter braved illustrating that work still needed to be done.

The remainder of the day was spent providing delegates with information updates. Speakers from Department of the Army, MEDCOM, and the Army Career and Alumni Program joined USAREC briefers in presenting materials delegates would need in evaluating and shaping issues. The last presenter of the day, Mr. Joseph Sundram, presented attendees with a new method of focusing their personal energies.

As with all USAREC family symposia, the education process continued during social activities held after hours with delegates sharing good ideas and experiences from their particular corner of the command. This informal education continued throughout the week.

On Wednesday, delegates were divided into five work groups (Entitlements, Family Support, Force Support, Leadership, and Medical) in order to review issues sent from brigades. Each work group was provided with a trained facilitator and a subject matter expert to help



**MG Alfonso E. Lenhardt, USAREC commanding general, addressed the symposium on May 17.**

them decide whether issues should be returned to brigades for solution at that level, worked at USAREC level, or forwarded to the Army Family Action Plan (AFAP) Planning Conference. A library of issues from prior USAREC Family Symposia and from the most recent AFAP conference was available in the symposium's administrative room.

The team concept (a facilitator, a subject matter expert, and delegates) worked well. Three of the facilitators, Julia Swan, Mickey Gattis, and MSG Perry Hardmeyer, were veterans of the 1995 USAREC Family Symposium. They were joined by Fairly Tull and Jim

Woodruff, who had experience as facilitators in other seminars. Their job was to keep the work groups working smoothly — not an easy job, given the widely varying experiences of work group members.

With the facilitators working the process of the work groups, the subject matter experts were able to help the groups with factual data needed to address issues.

According to Jim Woodruff, who facilitated the Medical work group, "Our MEDCOM subject matter expert was instrumental in keeping us from spinning our wheels. She was well informed on her material! I'd still be there if she hadn't been there." He was speaking of Audry Ardison from MEDCOM. Other praise was heard about Chaplain (LTC) Carlton Harper, CPT Randy Matney, Sandy Vlcek, and Max Bielke who provided expertise in their work groups.

Delegates drew praise, too. Karen Brazel, from Dallas Battalion noted that "The delegates were motivated, dedicated, and challenged to work and develop the issues to meet the needs of the military families."

A similar perspective was provided by a seasoned symposium attendee, Barbara Milliken from Atlanta Battalion. "I think the conference was extremely well done. Since my first symposium the number of delegates has decreased, the enthusiasm has remained, and the level of dedication of delegates has risen."

For Amy Nock, a family member delegate from Portland Battalion, the symposium was "a whole new experience." She said she never knew that all the resources were out there for USAREC families.

While the facilitators and subject matter experts provided assistance with the issue review, the decisions on the future of the issues were the sole responsibility of the work group members. This measure ensured that the USAREC family symposium remained a grass-roots process rather than a staff action. Work groups prioritized issues and selected the top three issues of each group to brief to MG Lenhardt. Briefers selected by the groups were rehearsing their presentation by Thursday afternoon.

On Friday morning, delegates and staff gathered together once again to compare notes and receive certificates of appreciation recognizing their participation in the symposium. Symposium attendees who had been overheard on Monday saying, "This is going to be a long week" were surprised how fast the week passed.

When the commanding general arrived, briefers from the work groups took their turn in the spotlight presenting their issues. Then, MG Lenhardt shared his outlook on quality of life in USAREC.

"The Army begins with this command," Lenhardt began. During my career I've seen three armies. The Army which fought in Vietnam was in shambles. The VOLAR Army which followed was a disaster with many drug problems and race problems. Not until 1979,

## Issues Briefed to the CG

### ***Entitlements***

CONUS COLA

Montgomery GI Bill

Decent, affordable housing

### ***Family Support***

Transition from mainstream Army to special duty assignments

Spouse employment preference for separating personnel

Command emphasis on family programs at all levels

### ***Force Support***

Lack of quick and easy access to financial information

Accessibility to DEERS enrollment information

National advertising campaign does not address local needs

### ***Leadership***

Quality of life jeopardized

Selection process of recruiters needs improvement

Duties, roles, and responsibilities of family services coordinators

### ***Medical***

Prompt dental preauthorization

Temporomandibular joint dysfunction treatment not covered by CHAMPUS

TRICARE briefings for geographically separate units

when during Operation Desert One, when we left bodies and equipment on the desert floor in Iran did we get serious about recruiting a quality Army."

"We are in this command holding so much upon our shoulders that we cannot afford to fail," he told delegates. He continued to talk about the support soldiers in the command needed to be successful. "Part of the support comes from the families of the command. You bring an element of support and love that brings them back up. I understand that first hand."

Speaking about the future, MG Lenhardt warned of challenges ahead. "Our missions are going to increase principally because the normal attrition of the Army is 19 percent. We can get that done. We have the tools and the people. We've got the best recruiters. We continue to have the ear of the Chief of Staff of the Army. The

Chief of Staff recognizes he cannot be successful unless our command is successful."

He went on to point out limitations USAREC would face. "We may not be able to do everything we want to do," however he added, "We're going to do everything possible."

He went on to thank the family services coordinators for their fine work challenging them to do more. "I want you to make sure we contact as many families as possible. I want our family services coordinators to be more visible and closer to families."

He ended his formal comments by saying, "My 'roommate' has given me lots of information already. She's learned a lot. You've got a team with us. I think the future is bright. The glass is half full — not half empty."

He then asked the briefers to return to the front of the auditorium where he presented each with a Commanding General Coin. Coins were then presented to Max Bielke, Shauna Whitworth, and Sandy Vlcek from Department of the Army and Audry Ardison from MED-COM. Also recognized with a coin was Karen Brazel,

the family services coordinator from Dallas Battalion who had been instrumental in setting up the symposium.

MG Lenhardt ended the conference on a high note with a spirited open question session with attendees.

The delegates' work did not end when the conference was over. They were tasked to return to their units and spread the word of what happened during the symposium. In formal briefings and family support group meetings the concerns and recommended solutions will be presented to commanders, soldiers, and family members. Later, five representatives, one from each brigade, will be selected to represent USAREC soldiers and families at the Army Family Action Plan Planning Conference where USAREC issues requiring solution above the USAREC level will compete against issues from other commands.

The USAREC staff is already working the issues which can be solved within the command. Progress on these issues will be reported in a later *RJ* article.

*Note: If you want more information about this symposium or volunteering in USAREC, please contact your battalion FSC or Marty Skulas at (502) 626-0735.* 

## Army Family Team Building in USAREC

Delegates to the UFAP symposium were treated to a special Army Family Team Building (AFTB) orientation on Thursday afternoon presented by Jackie Lenhardt, Shauna Whitworth, Rose Marie Tinker, and Marty Skulas.

The orientation, orchestrated by Whitworth, featured opening remarks by Jackie Lenhardt. She shared her perspective with delegates about life in the Army.

"If you don't take charge of what you want to do, you'll always be blaming someone else." she advised. "Go to school. Go to work. Have a plan." She identified AFTB as a changing plan and a good tool to help everyone on their journey through life.

Rose Marie Tinker, 3d Brigade FSC, related her experiences as she grew up in an Army family. She told how her father departed for duty in Vietnam in 1967, leaving behind a family that was not prepared to be self-sufficient. She gave a graphic depiction of the struggles she and her family went through coping with the separation.

"My mother was Japanese. She didn't drive. She didn't speak English. She was six months pregnant with five children." She told delegates that there were no parades when her father left as there were during Desert Storm. When her father departed, she and her family were "kicked off the installation" to fend for themselves. While they were stressed with the challenges of carrying on without her father, she noted her father was going off to combat not knowing how his family would be cared for.

Through their efforts, the Tinker family made it through those extremely tough times. Now Rose Marie is deeply committed to the AFTB program as a way of preparing other Army families to be self-reliant.

Now the focus of the presentation changed to allow the ideas of delegates to be presented in a brainstorming session. AFTB, an installation modeled program, is extremely difficult and expensive to operate in a geographically dispersed environment like the one in which USAREC operates. Ideas on how to run AFTB in USAREC cascaded from delegates and were captured on butcher paper charts. The ideas were then weighed against estimates of their costs. Ideas ranging from mobile training teams to videos to INTERNET were presented. The ideas were brought back from the symposium and will be added to the planning process underway.

The command goal presented was to reach all family members of USAREC through USAREC instructor and to have at least one instructor at each recruiting company. A master trainer at each recruiting battalion will train volunteer family member instructors and coordinate logistical support for them. Interested volunteers were encouraged to contact their family services coordinator to sign on.



Army recruiter, SGT Donald Stocks, Middlesboro (Ky.) station, gives his 6-year-old son, Dustin, a lesson in shooting pool. (Photo by Lee Elder, Nashville Battalion)

# We are family

Family photos from across USAREC



Family and friends celebrate SFC Kathy Mackie's promotion to SFC. (left to right) Mackie's husband, James, their sons, James III and Calvin, Pastor Robert and Lisa Blakes, and Miranda Shaw. (Photo by Pam Miller, New Orleans Battalion)



LTC Alvin Thomas, commander of the Los Angeles Recruiting Battalion, presents a commemorative birth certificate to SSG Hyong and Myoung Kim, in honor of their firstborn, Heather. SSG Kim is the station commander for Rowland Heights (Calif.) station. (Photo by Lynn Wallace, Los Angeles Battalion)



At home in their yard, SSG Antone Clemetson, Gho with his family. Clemetson's wife, Denise, gives btl from the sideline. (Photo by Lynn Wallace, Los Are



Husband and wife Army recruiting team, SSG David Hebron and SGT Barbara Hebron. SSG Hebron is assigned to the Bellevue station and SGT Hebron is assigned to the Madison station. The Hebrons have been married for eight years and have two children, McKinley, 9, and Kianna, 6. (Photo by Lee Elder, Nashville Battalion)



SFC Raymond Greene, Easton (Pa.) station, found himself in the role of midwife when his wife, Daria, went into sudden labor at home. "I must confess I had planned not to be in the delivery room this time, and I was going to try to get out of it somehow. I believe God was getting me back for those thoughts, so He put me to the challenge big time! I was just glad I could be there when my wife needed me the most." (Photo by Lindsay Conner, Harrisburg Battalion)



(Calif.) station, enjoys playing baseball advice to Danielle, while Anthony observes Battalion)



All in the family - When SFC Chris Schroeder, guidance counselor for Sacramento Battalion, was promoted to his current rank and received the Guidance Counselor of the Year Award, it was all in the same ceremony. He had plenty of help from his family - all wearing Army green. (left to right) SFC Carl Brewer, his uncle; 1SG Aleea Brewer, his aunt; Schroeder and SFC Richard Blanchard, his father-in-law. All relatives are serving in the California National Guard. (Photo by Thomas Blackwood, Sacramento Battalion)



# Allowed to serve

## — CSM Hickle retires with over 30 years of service

by SFC William Beil and SFC Roy Luttrell

*He has been called many things: a recruiter's recruiter, the Army's top salesman. He is an impeccable noncommissioned officer who has set the standard and the pace for the Army Recruiting Command. He is known for his animated sense of humor, his down-to-earth character, and his innate ability to relate to soldiers. He is a strong leader of soldiers. He is a soldier's soldier. Those close to him know that he cares about soldiers and takes the time to listen. His advice may not always be the advice you want, but it's the right advice.*

*After more than 30 years of active military service, Ernest H. Hickle Jr., USAREC's command sergeant major, will retire on August 1, 1996. CSM Hickle has served in his present position for the past six years and has recruited for America's Army for the past 24 years.*

*Ironically, his retirement ceremony will be held in sight of Sadowski Field House on Fort Knox, the very same place he graduated basic training on March 22, 1966. Below is the Recruiter Journal's final interview with CSM Hickle.*

Lots has happened over the past 30 years; however, one thing has always remained the same, the Army takes care of its own.

I have little trouble selling the Army because of the way the Army has treated me over the past 30 years. As a high school dropout, the Army gave *me* the opportunity to serve. The Army allowed *me* to serve 30 years! I was in the Army of the '60s, '70s, '80s, and '90s. The Army gave this average kid from Fair Chance, Pennsylvania, a real fair chance.

I consider my career a great honor. I could have chosen many other careers — but I believe that becoming a soldier was always my destiny. The Army gave *me* the opportunity to serve at every level of leadership, from a squad leader in Vietnam responsible for the lives of others, to command sergeant major of a major Army command. I would hope that

I reached this level by working hard and taking care of soldiers.

I can remember my platoon sergeant in Vietnam. This guy takes a hit from small arms fire in his shoulder. But before he would get on that med-evac helicopter he came around to each position to check on his soldiers. This is the leadership I grew up with. NCOs take the hit and

continue to take care of their soldiers.

I don't think you can be an effective leader in this business, or any other, if you don't take the time to communicate with your soldiers. Your soldiers will tell you *the way it really is*. I'm constantly learning what's on a soldier's mind. Then, if there is a way to improve a situation, I'll do it. After all, it's my duty.

The soldiers of today are great soldiers. The soldiers of today are more educated and of better moral standards than the Army of the past. But I don't believe that the Armed Forces Qualification Test score alone makes a better soldier, NCOs do. Any young American joining



Bronze Star, 1968



SSG Hickle,  
1969

the ranks of the greatest Army in the world has the same chance to succeed as their fellow soldier. It's up to the noncommissioned officer corps to make all enlistees a *quality* soldier. The first contact that all soldiers have with an NCO is with their Army recruiter. From there it's the guidance counselor at the MEPS, then the drill sergeant at basic training and so on. The successful career of every enlisted soldier is our responsibility. Their success or failure is on our shoulders.

Filling the ranks of America's Army is a demanding and challenging profession. We have an ARTEP each and every month. Because of the freedom we continue to enjoy and the security of this nation, it's a mission we cannot afford to fail.

There are many obstacles that stand in a recruiter's path. You find yourself constantly defending the uniform. This is an easy task if you really love the Army and the recruiting profession. You must truly believe, with all of your heart and soul, that recruiting is an honorable profession . . . because it is! You face rejection on a daily basis. You are selling an intangible product that takes a great deal of consideration before your prospect makes their decision. Every day we ask thousands of young Americans to leave their homes, families, friends and their way of life so they can serve in America's Army. Recruiters must be able to wake up each morning with a positive attitude and continually feel good about what you do.

Today's recruiters are well trained. Recruiters must be good communicators and must listen more than they speak. If you listen to the prospect they will tell you exactly what it is that they want. More times than not, the Army has benefits that will fit their needs. Today's Army recruiter must be multi-talented. They must be trustworthy, friendly, courteous, kind, and cheerful. They must have superb counseling skills and credibility. Young people join the Army today because of the need for acceptance. They want to be wanted. However, they still join the Army because they like their recruiter and want to be like them.

A recruiter today must have the ability to speak in front of large groups of people. They talk to student bodies of grade schools through college. They speak to local civic groups like the Chamber of Commerce,



## "Ask me about today's

**ARMY**  
**RECRUITING**

USAREC billboard, 1976

Lions Club, and many other organizations. After 24 years in this business I can tell you that I still get nervous before each speaking engagement but, with proper preparation and repetition, it gets easier and easier. Humor is an international language that helps break the ice and

keep the audience's attention.

Take pride in yourself and your uniform. A soldier in a class A uniform says it all. It says that I am proud of what I am . . . a soldier. You must remain physically fit. A healthy body creates a healthy mind. With better physical conditioning you feel better, and when you feel better you look better. Americans look to you as the Army of today. It is your duty to ensure they see a positive image every time they see you. *True soldiers* don't stay soldiers because of the benefits, they stay for the love of duty, honor, and this great country. Benefits may dwindle, but there will always be *soldiers* to provide for national security.

I am thankful for the family behind the soldier. The spouses and children behind our soldiers that sacrifice more than we give them credit for. The time away from home, missing their child's first ball game, being too busy to volunteer as a coach for your child's baseball team, spending your birthdays and anniversary alone, and raising the children while your soldier is away performing the duties this country asked of them. To each of you, I render my salute.

The sacrifices I have made are trivial when compared to the sacrifices my wife, Carol, and my daughters, DeShawn and Vanessa, have made. I couldn't have been half as successful without their encouragement and total support. I owe them a great deal of gratitude, and I thank them from the bottom of my heart.

Our mission is a tough one. It's a mission that with strong leadership, hard work, focus, concentration and total dedication, we will always achieve. I must say that it has been a great honor to have served with such professionals as there are in this great command. Without your total dedication and mission focus I could not have enjoyed the success I have had, and I thank you for it. I take this time to thank the United States Army for allowing me the opportunity to have served in the greatest Army this world has ever known.

**Thank you for serving your country. Take care of yourselves, take care of your families. God bless you and good luck.**



CSM Hickle, 1996

*The retirement ceremony for CSM Ernest Hickle will take place at 10 a.m. on Thursday, Aug. 1, 1996, in front of the USAREC headquarters building at Fort Knox, Ky.*

# VISION —

## *Lighting the way*

by Warren Nielsen,  
Total Recruiting Quality Manager

**Lighthouses** fascinate me! Their beacons of light search over the open seas to alert and guide. The sound principles within an organization's vision are like lighthouses. They are an expression of hope, idealism and optimism. Just like a ship lost upon the sea, the brightness and strength of the signal can bring it safely to its destination.

*Visioning is a journey from the known to the unknown*, which helps create the future from a montage of facts, hopes, dreams, dangers and opportunities.

One of the key characteristics of high-performance organizations and teams is that they have a clear picture of what they are trying to create together, they are excited and clear about their basic purpose and they share a common set of values. The values, mission, and vision form the core of their identity. These key elements constitute the foundation that keeps people, teams and organizations responsive and innovative in a changing environment.

*Visioning refers to the process of clarifying values, focusing on the mission and stretching the horizon with a vision.* It is not a one-time meeting that a group engages in and forgets. Visioning has stages that can be accomplished over time. Visioning evokes creative solutions to business challenges and sparks continual evolution and learning in an organization.

A *shared vision* is not an idea; rather, it is a force in people's hearts, a sense of purpose that provides energy and focus. A shared vision is essential because it may be the beginning step to get people who mistrusted each other to start working together. A shared vision can mobilize courage so naturally that people don't know the extent of their strength. My first recollection of the shared vision phenomenon occurred in the early 1960s when President John F. Kennedy forged a commitment to placing a man on the moon



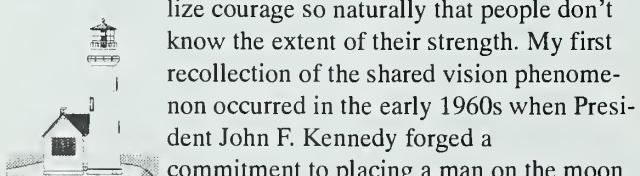
by the end of the decade. History indicates that at the time of that statement only 15 percent of the technology had been developed to accomplish the lunar landing — yet, we did it! The power and the strength of that vision provided the dream that became a reality.

The command reengineering vision has direction, purpose and focus. The commanding general's vision encompasses a future of a "*highly trained and motivated recruiting force that uses modern business practices and state of the art information systems*".

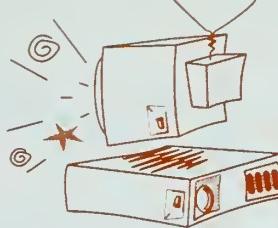
Realizing that theme requires new and better ways of doing business. Reengineering efforts focus on how we do our business. The chief of staff reengineering vision reinforces this commitment: "*The end product of all our efforts will exceed the end users' needs. We will demonstrate a high level, enthusiastic approach to do the right things right.*"

Assisting in this endeavor is the command Reengineering Cell. Affectionately known as the R-Cell, their vision stands like the lighthouse, providing a beacon of light to help in the journey: "The R-Cell is dedicated to radical redesign and cost efficiencies of the command business practices. They are committed to providing the command process owners with expert advise and responsive management services, and creating an enjoyable and productive working relationship. They are fair, honest, courteous and professional. They are sensitive to the process owner needs and concerns. They are dedicated to improving the command's business practices in an efficient and cost-effective manner."

Visions, like the lighthouse, light the way. We can adapt to them, learn from them, use them. They can enlarge us, empower us, and emancipate us as we face the challenges of the future. One of life's greatest rules is . . . "*You cannot hold a torch to light another's path without brightening your own.*"



# **Modernizing the Recruiting Station**



**Is it a JOINS replacement or an early JRISS fielding?**

**Not exactly....**

by Bruce Morris, USAREC IM

**It is** USAREC's initiative to modernize information management equipment at the recruiting station. Equipment is arriving now at your battalions to provide each regular recruiting station with a better image and to give the station commander and recruiters better tools with which to do their jobs.

A multi-media desktop personal computer (PC) for each regular recruiting station is being delivered to all the recruiting battalions as you read this. Internally the computer has a 486DX2/80 processor with 2MB video memory to drive a 15" color SVGA monitor and a 16-bit sound card to drive external speakers. It also contains 8MB of RAM, has a 540MB hard disk drive, two PC Card slots, and a six speed CD-ROM drive. The computers have been preloaded with the latest versions of DOS, MS Windows 3.11, MS Word, Delrina FormFlow, and JOIN-to-PC software. Each PC will also have an external 28.8 kbps modem to speed transfer of data to and from the command's information systems.

The new computers work so much faster than the old JOINS machines that they are receiving rave reviews at the test locations. Although there is only one per station, this is USAREC's start in preparing the station commanders and recruiters for the Joint Recruiting Information Support System (JRISS) fielding. Along with the multimedia computer, another part of the modernization is in progress also. Each recruiting station already has or should soon be receiving a plain paper facsimile device. Existing thermal facsimile machines in the stations will finally be replaced and turned in for property disposal. By this summer,

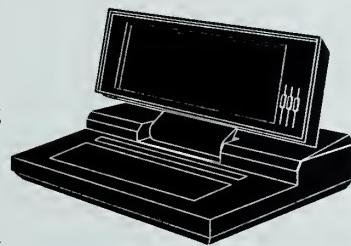
each station should have either a plain paper facsimile machine or one of the new multi-function devices. In either case, these machines will also provide light photocopying capability in the station. The new devices also serve as printers for the station computer. (*Note: Those stations that were already in possession of a plain paper facsimile are to receive an HP 320 or 5L printer for their station computer.*) The printing capabilities of the various devices fielded will be used for everything from electronic mail printouts to electronic forms printing.

Good news. The current recruiting station software was adopted from that on the JOIN and must run under MS-DOS. Once initiated, the Station Commander and Recruiter Interface programs will function in exactly the same manner as on the old JOINS platform, so it will be very usable without much training. Each recruiter will still maintain applicant data on a 3 1/2 inch diskette. You may notice, however, that we fixed some bugs in the current JOIN release, and problems with corrupted program disks should be nearly eliminated. The internal hard disk drive in the new station computers will allow for permanent storage of the Recruiter Interface and Station Commander application software.

More good news. The CD-ROM on the station computer will be used to run training packages for the station computer in MS Windows, MS Word and cc:Mail Mobile. At the Company level disk based packages for MS Excel, MS PowerPoint and MS Access will be available. Additionally the station computer CD-ROM will be used to restore the original software (minus data from the station) on the station computer if the applications programs are damaged.

Better news. Future versions of these programs will be developed to more fully utilize the MS Windows operating environment. That new software is being developed right now.

By the time JRISS is completely fielded, our recruiters will be familiar with many of the state-of-the-art advancements found in JRISS. The transition to the portable laptop will be a transition of a small step rather than a giant leap. As JRISS becomes operational, the station computers will be reassigned to companies, battalions, and brigades to replace the older equipment in use at those locations.



# Rx Prescription for: Health Care Recruiting



CPT Bennetta King, commander of the Florida Health Care Recruiting Team, commissions Mary Ingram, Melbourne, Fla., to the rank of captain. Ingram will serve in the Army as a clinical psychologist. (Photo courtesy of the Florida Health Care Recruiting Team)

by Emilie L. Howe, RJ Assistant Editor

**S**omewhere out there are recruiters who prospect for your health. Someone must find qualified men and women to wield a stethoscope, take a temperature, treat the symptoms, or provide immunizations for soldiers and families.

What's the same for health care recruiters and regular Army or Army Reserve recruiters is the mission and, of course, the applicant's packet. Now to the differences between medical recruiting and mainstream recruiting.

"Your regular Army recruiter can begin processing an applicant on Monday and have the packet ready to go to the MEPS by the end of the week. For the health care recruiter the processing is longer," said SFC Gary Robertson, NCOIC for the Florida Health Care Recruiting Team, located in Orlando, Fla.

## Mission by quarter

The Army Medical Department, (AMEDD) USAREC, gives the mission requirements to the AMEDD recruiting detachments, and on down to the health care recruiting teams (HCRT). AMEDD's mission requirements are based on the

fiscal year. The next step for the health care recruiter is to put the medical applicant's packet together in time to meet the DA selection board dates for the Medical Corps, Veterinary Corps, Dental Corps, Specialists Corps, and Medical Service Corps.

"One of the biggest concerns is the quality assurance for the medical applicant's packet," said Robertson. Besides the usual required forms, such as places of residence, DD 214 Form, and SF 86, the health care recruiter must verify all medical licenses, medical school transcripts, copies of the curriculum vitae, references, and letters of recommendation.

Once the applicant's packet is submitted for a DA selection board, the recruiter waits to hear if the applicant was accepted or not, and then notifies the applicant of the board results, he explained. Along with Robertson's duties as NCOIC for the Florida Health Care Recruiting Team, he is also on mission.

"It's the multi-complexity that keeps you on your toes. Anytime you see the results — commission someone — that's the pay-off, the motivation," said Robertson.

"You can't afford to miss a board date, the board schedule is unforgiving and a specific medical specialty may have one board a year," said SFC Anthony Parkman, station commander of the Miami Health Care Recruiting Station. Besides Parkman, there is SFC Maria Molina, USAR health care recruiter, and SSG Donald Greene, regular Army health care recruiter.

## Areas of medicine

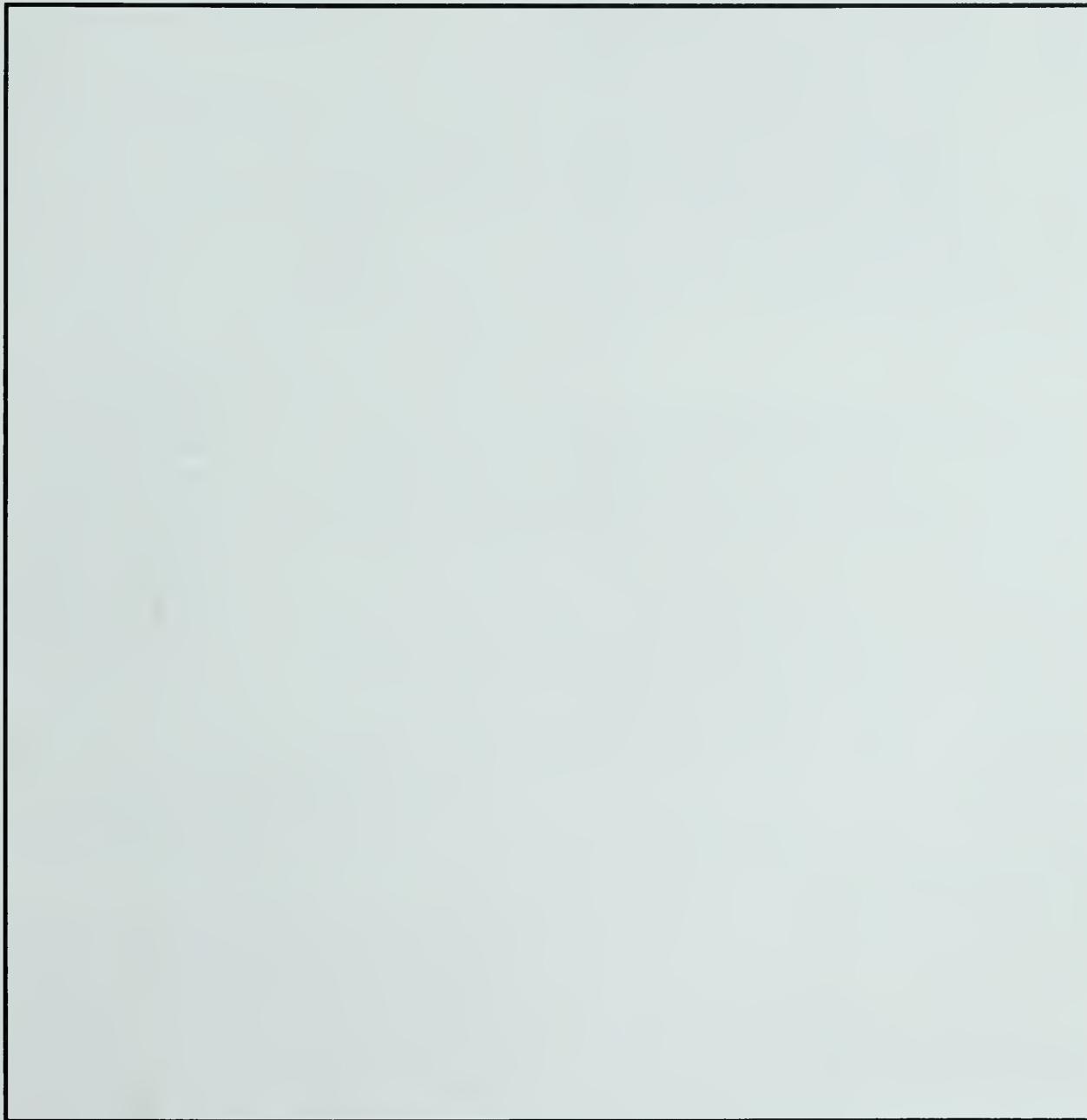
Health care recruiting requires knowledge in many areas of medicine. In one day a health care recruiter may visit a school of veterinary sciences to talk to a student, then drive to the school of dentistry to provide information to a dental student about the Dental Corps, and the end of the day may find this recruiter selling the Army to a recent doctoral graduate in psychology.

"We happen to be in a unique situation," said Parkman. Health care recruiters are undergoing cross-level training in order to recruit for medical officers as well as enlisted medical MOSSs. In the past only an officer was authorized to recruit for a medical officer, such as a general surgeon.

Active Army or Army Reserve recruiters who are interested in becoming a health care recruiter must be a gold badge recruiter, have four years of experience and have served as a station commander. Recruiters who are accepted for health care recruiting attend a two week course at the Recruiting and Retention School, Fort Jackson, S.C. According to Parkman the recruiter needs to be self-motivated, dedicated to the mission at hand, and have a 100 percent knowledge of recruiting philosophy. ☺

**Vision implies change.** Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are not required.



**Teamwork:** Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the US Army

Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

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# **To boldly go where USAREC has never gone before. . . .**

— Home page helps brigade deputy commander recruit

by Ann Glynn, 6th Recruiting Brigade A&PA

**How does** the deputy commander of 6th Recruiting Brigade in Sausalito, Calif., reach out to recruit two young men without ever seeing them face-to-face? He did it by setting up his own Web site and designing a dynamic Internet home page that caught their interest.

COL Lisle K. Brook, who was computer illiterate until 1989 and had never used e-mail until 1994, was convinced by COL Carl D. Springer, commander of the 6th Brigade, to try the Internet six months ago.

"I was immediately converted because I saw the potential for it," said Brook.

Brook said he thinks the Internet is going to have a tremendous effect on recruiting. "We're somewhat in the model T phase of the Internet right now, on the threshold of the technology's capability. We really haven't figured out how to use it to its full advantage yet."

There are estimates, said Brook, of up to 32 million people a day (just in the United States) with access to the Internet, and some predictions of that number growing by ten thousand a day.

"It's a tremendous marketing opportunity and an outstanding, cheap and easy way to communicate. It's a great communication medium, especially on the West Coast, which has approximately 50 percent of the United States Internet users.

"In our business, a home page is like an advertise-

**"In our business, a home page is like an advertisement. It tells people who you are, what you're about, and what you stand for. . . ."**



**COL Lisle Brook, former 6th Brigade deputy commander, started to recruit on line. (Photo by Dave Killam)**

ment. It tells people who you are, what you're about, and what you stand for. When people come onto the Internet and come across your home page, if you present something they want or are interested in, then it's a tremendous opportunity to get their attention, and establish an initial contact by e-mail.

Brook believes that the people using computers and the Internet are the smart type of young men and women USAREC wants to enlist in the Army and that USAREC is doing a great job working to take full advantage of the Internet's potential.

"Number one," he said. "it's a cheap way to advertise; number two, you have a tremendous opportunity to reach up to 32 plus million people a day. It is imperative that we market America's quality Army, through every medium available.

"A very important point is that more and more young people are using the Internet everyday. They are what we're looking for and the major reason for having the brigade home pages. We're looking for the brightest and the best in an easier fashion. It will actually make work easier for the recruiter and, oh by the way, we'll have access to markets that we don't have right now.

For example, in a lot of high schools, especially in California, kids go in to do their computer class, and the instructors let them go on the Net, on the Web, and surf the Web for a few minutes as part of their class. Of course, a lot of these kids do a search on 'jobs' because, if they're not going to college, they're concerned about jobs. If they are going to go to college, they'll type in

the word 'scholarships,' and try to find out what scholarships and financial aid is available to help them get into college."

**"So it's imperative, in my opinion, that USAREC has Web pages registered on the Internet, so when kids in high school computer classes type in a search on 'jobs,' 'financial aid,' or 'colleges,' that the USAREC recruiting home-pages pop up as a part of that search, providing another option for their consideration."**

"Recruiting is a tough business and we need to take advantage of every opportunity we can, in terms of prospecting. The Internet is an easy, cheap, and effective means of finding young bright students. It is simply another way to prospect and can help us find the type of young men and women that we want to enlist in the Army.

"Unfortunately, when we started this in the brigade, we didn't develop a tracking system to account for how many people we actually enlist via the Internet. However, an informal poll down to the station commander level gave us estimates of 25 plus. I have had approximately 50 contacts from my home page. I know for a fact that I have recruited two young men, and possibly five others. Two people did let me know that they joined the Army as a result of my home page, and the resulting e-mail that we sent back and forth. Possibly up to five others may have joined, based on the very positive comments they sent me after several e-mail conversations. I know that 1SG Loren Simpson, who was the first sergeant of Chico Company, mentioned to me that he's enlisted eight people via the Internet. We know it works. We are getting recruits.

"The home page and the Internet are going to become more important in the future and it's imperative that we in USAREC take advantage of this marketing opportunity. It's cheap to do it, and we have access to the right type of people, in large numbers. We need to aggressively look for ways to leverage the technology of the Internet in order to assist our recruiters."

Brook said he has discovered that the technology of

the Internet is nationwide and growing, even in the wilds of Alaska. He's moving to Fairbanks, Alaska, which is basically a rural environment of 35 thousand people. He found a local Internet provider up there, sent an e-mail message asking about establishing an Internet account, and was surprised to find they have over a thousand people with Internet accounts, and the number is growing daily.

"In the near future, I envision our recruiters actually getting on their computers at work, initiating a video-tele-conference with someone hundreds of miles away, and doing their sales presentation by computer, as opposed to going to visit someone in the middle of Idaho or some other area," said Brook. "There is incredible potential here. We just need to figure out how to take advantage of it."

Brook feels that current Internet drawbacks are data processing, speed, overcrowded data lines, and the cost. But as with the hand-held calculator, these issues will change in the future. He predicts that in the near future, a computer will be very similar to a hand-held calculator — virtually everybody will have one and they will be very cheap.

*Note: COL Brook has had a permanent change of station recently; he is now a brigade commander with US Army Alaska. He has been replaced as the 6th Recruiting Brigade deputy commander by COL Douglas R. Huthwaite.*

### Internet Recruiting Success

by Dave Killam, 6th Brigade A&PA

On Feb. 24, 1996, Vanessa Wagner of Anchorage, Alaska, became the first in the Western United States to enlist in the Army because of the Internet. Back in January, she was "surfing" the Internet and began asking questions about joining the Navy. A New Orleans recruiter, SSG Michael Smedley was using the NCO channel and started to chat with Wagner about the Army. She was interested, so he referred her to her local recruiter in Anchorage. She will depart for training as an 88M at Fort Leonard Wood, Mo., on Aug. 20, 1996.

Another Internet enlistment was a referral from the USAREC "Army Tour" home page. A senior at Central Washington University, Jeremy Fischer (now PFC Fischer), enlisted as a forward observer and leaves for training at Fort Sill, Okla., on Jul. 30, 1996. Fischer has also expressed an interest in Army Criminal Investigations and will be in the Army Loan Repayment Program.

In the past few months, the 6th Recruiting Brigade has been aggressive in establishing itself on the Internet. All battalions and many companies and stations have their own home pages. Recruiters are also encouraged to establish their own home pages.

Judging from the early results of this effort, recruiting through the Internet will be a practical reality.

# USAREC spins a Web site

by Pat Grobschmidt, Milwaukee Bn A&PA

The Army Recruiting Command is advancing into the 21st century with a new way for potential recruits to gain information on the Army advantage. On Aug. 11, 1995, USAREC established a home page on the World Wide Web.

"USAREC sees it [the home page] as a new medium to reach our audience," said LTC Kevin Kelley, USAREC A&PA's chief of Marketing Communication. "The Internet is rapidly growing and we wanted to be ready with it. We entered early so we could take maximum advantage as it matured."

More commonly known as the "Army Tour," the home page offers users detailed information on training, education, adventure, money for college, and service to country. Using the TEAMS acronym, this self-paced tour allows an individual to customize a presentation including all or only a few of the subjects in a high-tech, non-threatening environment.

"Almost anything you can think of is on the home page," said SFC Jeffrey Howell, Beaver Dam (Wis.) Recruiting Station, "and it really puts in a kid's head that the Army is high-tech."

Demonstrating the high-tech edge is important, according to Kelley. "The youth of today are expecting a high-tech environment," he said. "I'm not saying kids join the Army because of high-technology, but the absence of it can be a detractor."

Recruiters have found innovative ways to get the most out of this latest prospecting avenue. Approximately 50 recruiting stations, battalions, and brigades have developed their own home pages, and linked them to the USAREC page. Recruiters have also linked or bookmarked their high schools to USAREC's home page.

"I've discussed having my own home page with LTC Kelley. He helped me set up the page and linked it to USAREC's. It's very basic," said Howell, "but recruiters need to understand when you're phone prospecting and you keep getting a busy signal, the kids are probably on the Internet. Why not use it as a sales tool? Go where potential enlistments are."

Currently, funding for station home pages is an out-of-pocket expense for recruiters, but the benefits can out weigh the cost. According to Kelley, a recruiter home page provides a wider net on the Internet, offering more places for someone to find the Army home page. The Internet also allows anonymous contact with a recruiter, and provides electronic conversation through e-mail where students, parents, faculty members, etc., can ask questions.

"The home page is a great opportunity for recruiters. They can use it as an electronic salesbook," said Kelley. "It also offers an entry to schools."

Since Jan. 1, the home page has received more than 70,000 visitors resulting in approximately 1,000 leads. According to Kelley, a great majority of inquiries were from college students.

"I've received at least 25 leads," said Howell. "I even received a hit, that's someone who visits your page, from a guy in Canada," said Howell. "He was interested in joining our Army."

In the future, USAREC is looking to add motion such as moving tanks and flying helicopters to its page. They are also looking at developing screen savers and photos of military people in action that visitors can download, as well as creating enhanced presentations for special programs such as nurse recruiting.

## Tips for creating your own Web site

- Recruiters interested in developing a home page are encouraged to do so. However, the style, tone and message of the page must be consistent with USAREC's. The page must be approved by USAREC through A&PA. This is to prevent any erroneous information or violations of law.
- When creating your home page, consider what's attractive to your audience and what's reasonable. Don't assume that everyone has the latest high speed computer equipment. It should take approximately 20 seconds to open your site; otherwise, visitors may not wait to see your page.
- When looking for a local server, shop around. Look for someone who connects directly into the Internet. Try to find someone who offers a flat monthly rate rather than a per hour charge. (*Note: A&PA's policy memo states that funds for web sites through commercial servers may be taken from local advertising budgets.*)
- Before starting your own home page, take the "Army Tour" and look at what some of the other stations have done. They can be found at [www.goarmy.com](http://www.goarmy.com).
- For recruiters who don't have the expertise to create a home page, Young & Rubicam, the contract advertising agency, is preparing a template. 

# More black women are looking to military for career options

Reprinted with permission from *The Clarion-Ledger*, April 17, 1996, Jackson, Miss.

by Billy Watkins

**Lenora Fort** listened intently as the Army recruiter tried to talk Fort's sister into joining the military. Finally, she had heard enough.

"I pulled him aside and said, 'Look, forget my sister. You're talking to the wrong person, I'm the one you want,'" Fort recalls. "It's something I'd always wanted to do — join the military. I guess it was a pride and security thing. Every time I saw someone in a uniform, they were standing up straight, looking like they had so much pride in what they were doing. And when you're in the Army you always know you're going to have a job, always going to have food and clothing and shelter, always going to get paid."

Fort now has 12 years in the US Army and works as a recruiter in Jackson. She is a staff sergeant, 36 years old, black, and second in command on a staff of six.

A presidential order forced the desegregation of the military in 1948. Manpower shortages in the late 1970s forced the military to actively recruit more women. And Pentagon statistics show that many black women are finally looking at the military as a possible career. One of every 14 Army sergeants is a black female.

Black women make up about 15 percent of all military-age American women, but they represent about 25 percent of the 28,000 women who enlist in the armed forces each year. In all, some 58,000 black women now serve in the active military (1.5 million strong) and represent 33 percent of the active women.

Says Fort, "If a female wants to advance, the military is the place. The Army looks at it like this — a soldier is a soldier. I've seen it firsthand. And I think there are a lot of women out there who want to do better than they see their friends doing."

After basic training, promotions [for enlisted soldiers] are based on points earned for such things as physical fitness, marksmanship and college hours. For officers, promotions are more subjective, much like the civilian world.

"But that's misleading," says MAJ Patricia Corbin, Columbus Air Force Base. "In the real world, if you get in good with your boss, you've got a smooth ride. But in the military, because you move around so much, even if you get in good with one boss, that only lasts so long. Pretty soon, you're dealing with someone else. So eventually you're going to have to make it on your own."

"I hate to use the word power, but I truly believe I have more responsibility and authority in the military

than I ever would have in the civilian world," Corbin says. "Working as a civilian, I saw doctors condescending to nurses, their jobs virtually dangling on a string. I've seen them scream at nurses, throw charts at them."

Because of her rank and position as the medical services flight chief for the medical operations squadron, Corbin has several doctors under her supervision. She says her gender has never been an issue in handling day-to-day duties.

"In a word, I'm their boss," she says. I don't tell them how to practice medicine, but I can tell them, 'No, you're not going to set that policy.' There is no way that would've happened in the real world, no way I'm going to have this scope of authority.

"I've had no problems simply because I go toe to toe with them. I don't ask for favors. Occasionally, you might run into something that might not feel right in your gut, a person you're not sure is giving you the respect you deserve. And if they feel like that in their soul, that's fine — just as long as they show the respect the rank deserves. Because this rank was earned.

"There is no room for anyone to complain. If they have a problem, they should ask themselves a few questions: Did they go the extra mile? Did they work late at night? Did they perform at a superb level?

"If you do those things, it doesn't matter if you're black, white, man or woman. The only thing that matters is how you perform, how you do your job"

MSG Gloria Smith, 39, has been in the Air Force for 20 years. She is second in command of the military flight personnel office at Columbus Air Force Base.

"The male officers under my supervision treat me with respect, and they take me seriously, says Smith, who is from Kinston, N.C. "We've definitely gone away from the old brown shoe thing. Back in the old days, men felt women should be at home and pregnant. And they were very outspoken about that."

"These days, that kind of conduct won't be tolerated. If they have those kinds of feelings, at least they have to keep them quiet. It's equality for all."

Fort, Corbin and Smith say they joined the military in search of an exciting lifestyle. All say they got their wishes. Fort, for instance, has been stationed in Alaska, California and Germany. "I loved them all," she says. "They promised I'd see the world, and I have."

And she's seen something else: a place, unlike much of the civilian world, where black women are afforded the same chance for advancement, the same pay for the same job, they same respect as men.

"And why not?" Fort says with a laugh. "I've found . . . a lot of times the female has to take charge." 

# Red Cell

## — G2 for the recruiting battlefield

by CPT Madeline T. Bondy,  
Market Analyst, PAE Directorate

**R**EQUATED to the G2 for a division. Just as the intelligence sections collect and analyze information (data) to determine the opposition's strategies, Red Cell is a compilation of various types of information to assist in developing our strategies.

Red Cell is one of many management tools in the commander's arsenal to analyze productivity. These various information and databases when linked together provide powerful analytical tools to assist the command in accomplishing mission success.

- Recruiter share and distribution
- Recruiting station facility location
- Production analysis
- Market share analysis
- Enlistment incentive programs
- Current and outyear missions
- Knowledge of competition - area of operations

### **Recruiter share and distribution**

Recruiter share is (for a given area of interest) the number of recruiters a service has in comparison to the number of DoD recruiters.

### **Recruiting station facility locations**

This part of the pie provides an accurate listing of where all services' recruiters are located, the actual station address, and the authorized and assigned strengths of recruiters in each location.

### **Market share analysis**

Market share is one of the main determinants of business profitability. Recruiting is a business. Mission accomplishment is the Army's measure of profitability. Market share is strongly related to return on investment (e.g. recruiters, resources, advertising, etc.).

In the business world, some studies report a difference of 10 percent in market share could equate to a difference of 5 percent in pretax return on investment. In recruiting, a difference of 10 percent in market share for FY 94 could have resulted in 21,000 contracts for the year (or 1,750 per month).

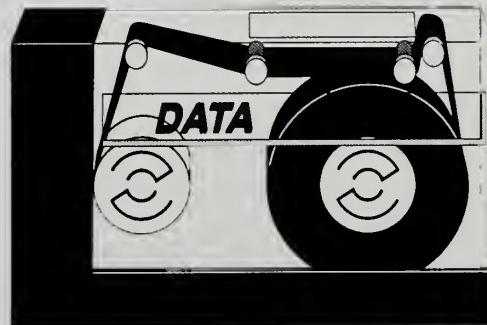
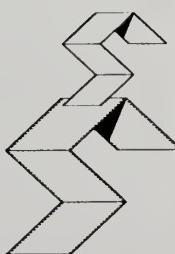
Setting market share goals depends on many things to include:

- Contract and accessed strength of competitors,
- Resources available to support the strategy, management, etc.

DoD market share numbers include Delayed Entry Program (DEP) losses for all services. To be successful, Army recruiters and stations must make up for DEP losses. Consequently, the Army must exceed 40 percent market share. For example, USAREC had to take 44 percent market share in FY 94 to compensate for over 14,000 DEP losses. This year, through RSM May to counter the effects of DEP losses (as of end of RSM May, DEP losses equal 9,628) we must achieve a 47 percent or better market share.

### **Enlistment incentive programs**

Each service offers various programs - incentives - to entice the targeted audience to



enlist. Key to achieving success is to maintain knowledge of the competitions' incentive programs and whether or not these incentives are successful. This information can also assist in tailoring specific programs for recruiting needs.

For example, the various state National Guard organizations offer scholarships, family education benefits, state GI Bills, grants, loan repayment programs, and tuition assistance as incentives.

Interservice competition in the college fund program is increasing. The USMC college fund enrollment doubled in 1995 and the Navy tripled their enrollment, while the Army saw enrollment rise less than 3 percent. The Navy is rapidly equaling the Army's number of ACF/accessions.

## **Current and outyear missions**

Mission requirements drive resource requirements. Accession missions are assigned for each fiscal year. Each service determines its respective contract mission based on factors significant to that service (e.g. desired DEP entry pool, anticipated DEP loss rates, historical production rates, outyear mission requirements, etc.).

Invariably, the accession missions can change based on productivity, training seats available, etc. This knowledge can help to better optimize the recruiters in the field.

For example, FY 96 has already seen two increases to the accession mission for the Army. At the same time, the foxhole recruiter strength has decreased.

Conversely, the Navy has in-

creased its recruiter strength, and their accession mission has dropped.

Knowing what challenges we face allow us to better plan our strategies and place our resources where they can best lend to mission success.

## **Knowing the competition**

Red cell provides answers to questions like:

What are the other services' target markets?

Where is their focus right now?

Where are they positioning their recruiters?

What is the propensity to join the service in a particular geographic location?

What are the unique demographics of various recruiting markets?

How are our recruiters, facilities, resources positioned compared to our competition?

How has the competition organized its area of operations?

How do our competitors recruit?

What is their structure?

Philosophies?

Leadership styles?

Market strengths?

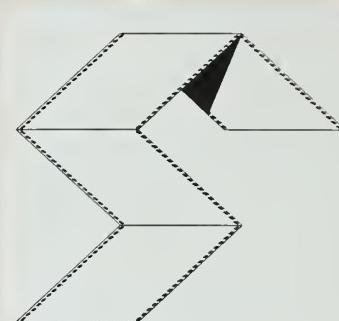
Market weaknesses?

## **Developing the defense**

This provides our leadership with information necessary to develop a successful offense.

Red cell is a strong management analytical tool, which provides the command with accurate "G2" for the recruiting battlefield.

Red cell incorporated with other analytical tools equals success!



## **In addition...**

**Red cell is a database which maintains monthly, quarterly, and annual production information for FY 90 to present for the Army, Air Force, Marine Corps, and Navy.**

**It provides recruiting information and comparisons with Army recruiting.**

### **Data includes:**

- Contract production, accessions, quality marks, change rates,
- Maps of recruiting territories,
- Female recruiting efforts and percentages of resources nationwide.

**This data answers questions like:**

- How does my mission compare to the same period last fiscal year?
- Is it 10 percent higher or 10 percent lower and how do my changes compare to the other services?

**This information is available at HQ, USAREC through the EDSS (Executive Decision Support System).**

# No new causes, just new victims

## Motorcycles and wet road conditions create accidents

by Mickey Gattis, USAREC Safety Office

Until May, USAREC had experienced 282 deathless days (i.e., deaths due to traffic accidents) in FY 96. The following describes the first FY 96 USAREC traffic fatality.

**Accident Synopsis:** The two-vehicle accident occurred at approximately 9 p.m., on Saturday, May 4. The soldier was riding a motorcycle, traveling east on a city street. While turning at an intersection, he crossed the centerline and hit head-on a pickup truck that was traveling west. The collision resulted in the soldier being thrown from the motorcycle and a fire erupting in the vehicles. The soldier died; the two passengers in the pickup were uninjured. A motorcycle helmet was worn. Alcohol use is unknown.

**Primary Cause:** Failure to maintain control of the vehicle.

**Contributing Factor(s):** Road conditions were dark with light rain.

Statistics show that almost half of all motorcycle crashes result in injury or death. On a mileage basis, a cyclist's chances of being killed are 20 times greater than those of an automobile driver. Army-wide in FY 94/95 there were 34 motorcycle fatalities; seven involved soldiers not wearing helmets. So far in FY 96 there have been 14 motorcycle fatalities.

Just what exactly is required of military or civilian personnel who ride motorcycles? Army Regula-



tion 385-55, Prevention of Motor Vehicle Accidents, paragraph B-3, provides the following safety requirements that apply to the operation of privately or government owned motorcycles and mopeds operated on Army installations.

### Operators must:

- Be currently licensed by civil authorities.
- Satisfactorily complete an Army-approved motorcycle safety course.
- Operate with headlights turned on at all times.
- Wear and have protective equipment.

This regulation is the Army's way of adding some controls to an otherwise risky pastime, and soldiers are required to comply with them at all times, on or off duty, on or off post. Civilians must wear and use the same safety or protective equipment when operating or riding on Army installations or while on government business off the installation. Passengers must also comply with these requirements.

### Cyclists should:

- Assume automobiles and truck drivers do not see them.
- Avoid crowding automobiles and other drivers by suddenly cutting in close or running up close behind.
- Think ahead. Operators should allow enough space to brake safely in an emergency. At 50 mph, it takes about 175 feet to stop. A car needs about 240 feet.
- Stay aware of the traffic.
- Brake from front to rear. Apply the front brake while simultaneously applying the rear brake. The front brake provides more than 70 percent of braking power.
- Watch road surfaces. Be alert for puddles, potholes, oil, grease, wet leaves, gravel, rocks, and rough surfaces.

### Money for college at the Columbus (Ohio) West Station

■ One exiting Columbus Battalion recruiter's persistence was another's follow-up dividend. Four RA contracts resulted from a strong DEP referral program at Columbus (Ohio) West Recruiting Station. Newly assigned recruiter SSG Sam Foley (center) showcased this educational benefit package for a total of \$105,000 in the Montgomery GI Bill and Army College Fund for (left to right) PVTs Paul Gilliland Jr., Andrew Mullins, Jason Willison, and David Walters. (Photo by Tom Foley)



### Messages to the troops in Bosnia at the Federal Way Station (Wash.)

■ Seattle radio station FM 101.5 STAR recently asked people at the Super Mall in Auburn, Wash., to sign a banner which would be sent to the troops in Bosnia. SSG Barry Schnaitman, Federal Way Recruiting Station, was on hand as the Army host and brought the banner, covered with signatures and messages of goodwill, to the Seattle Battalion so it could be sent to Bosnia. Battalion headquarters staff personnel (left to right) Nina Villanueva, Verna Roosevelt and Teri Shaw joined with SSG Schnaitman to display a small part of the banner before sending it overseas. (Photo by W. Pearce)



## Are you a "user-friendly" recruiter?

by Judy Poland, Albany Battalion

■ When you walk through the mall, do likely-looking prospects walk the other way when they see you? Do you leave a career fair at the end of the day with sore feet and no leads?

Maybe it isn't the Pinko commies' fault. Maybe it's you — and maybe there's something you can do about it.

"You have to be personable and be able to relate to people. You have to really care, and let them know it. It boils down to whether or not you want to be successful. If you do, an outgoing personality is a definite plus. Being able to initiate conversations is a plus," says recruiter trainer SFC Alton Marshall.

"I was shy and introverted when I started in recruiting. But I realized I had to change to be successful, so I did. If you're an introvert, you can change too."

"Let your own personality come through. Don't talk like a salesman," adds recruiter trainer SFC Robert Adams.

"There are people out there who are not in the Army just because no one asked them to join," Marshall says. "Don't fail because you didn't ask."

Hat worn outside even when the boss isn't around.

Always greets people, "Good morning, how are you today?" and then listens to the answer.

Never heard to swear in public. Always polite.

Never, ever tells a lie. Never makes off-color or offensive remarks.

Always maintains strictly professional relationships with DEPs. Avoids even the appearance of impropriety with DEPs of the opposite sex.

Regulation haircut.

Cares about prospects, their families and their futures.

Physically fit.

Army uniform always perfect. When in public (even in civilian or PT clothes) always neat and clean.

Always follows traffic rules including speeding limits.



STIVALETTA WAYNE C  
021 52 9244  
951212  
SFC 79R40

When leaving a room, people remark, "What an impressive, clean, sharp, honest American soldier!"



The Hurricane Station (Beckley Battalion) successful team is (from left to right) SSG Esteban M. Montero, SSG John J. Anthony, SSG Lewis A. Reedy, and SFC Raymond G. Adkins. Members of the team not pictured are SFC Mary Hill and SGT Robert Ayers. (Photo by Dee Register)

## Successful team formula

by Marley Eades and Dee Register, Beckley Battalion A&PA

■ The Hurricane Recruiting Station, Beckley Battalion, with three detailed RA recruiters and two USAR recruiters seems to have found the successful team formula. The recruiting station has made a 180 degree turn since last fiscal year. They've written 55 total contracts already this year as opposed to 41 contracts for the entire '95 fiscal year.

What is it that makes a group of people want to work together for the common good? Is it a belief in an idea, product, or goal? Or is it a combination of things that cause them to have the incentive to accomplish something worthwhile as one?

"Our goal for the year is to write 60 RA contracts and 40 USAR con-

tracts," said SSG Lewis Reedy. "We are all detailed recruiters, but we know we have a job to do and we do it. We're all highly motivated to do it!"

And what motivates them?

"We have the best station commander anyone could have. SFC Robert Adkins allows us to do what we need to do to get the job done," said Reedy. He knows that we're qualified to recruit and that we do it with integrity. We know our area, and we know what will work in that area. Each area is different. We have the city and we have the country and SFC Adkins recognizes that difference.

"This is my second assignment in recruiting and this station commander does not dictate to us. Without him the station wouldn't be as successful as it is," said Reedy. "The station commander sets the pace in the recruiting station. SFC Adkins gives us the freedom and lets us work our own schedule. We put in 10-12 hours a

day, but we're being NCOs out here," stated Reedy.

"We all hang out together. We do things together. We play sports and SFC Adkins participates as a recruiter right along with us. He's part of the team," says Reedy. "If we're down a contract for the month, SFC Adkins will go out and assist us. He's the captain of the team!"

Reedy says they have rules in the station they live by. They are a winning attitude, teamwork, and a positive mental attitude. "SFC Adkins emphasizes that we are to always be professional when we're with an applicant and even when we're not, because you never know when someone's listening or watching," said Reedy.

"We do things that we know will work, such as contacting seniors and graduates, doing face to face prospecting, and having COI events such as high school luncheons and sponsoring athletic directors' breakfasts," said Reedy. "These are proven to work and we utilize the things that have worked in the past."

According to Reedy, Adkins has always emphasized being involved in the community. Some of them are volunteer fire fighters while others are involved in assisting with Special Olympics. The recruiters attend most of the football and basketball games. This proves to be gratifying for them while it assists them in their recruiting effort.

But Adkins doesn't take all the credit for motivating his recruiters. He shares that accolade with his CLT.

Whatever the station is doing, they are doing it right. Each recruiter appears to be motivated while making their assigned mission, and each one has only high praise for their young station commander.

# Army drill team visits schools in three Southern California company areas

by Carol Gaskill, Southern California Battalion A&PA

With heels clicking and bayonets flashing, 16 members of the US Army Drill Team (USADT), one of the 3rd Infantry's renowned specialty units known as The Old Guard, recently performed at seven high schools during a three-day tour for the Southern California Recruiting Battalion.

The US Army Drill Team, one of the 3rd Infantry's renowned specialty units known as The Old Guard, performed before high school students, faculty, and community members during their recent tour of the Yorba Linda, Newport Beach, and San Bernardino company areas in the Southern California Battalion. (Photo by Stan Cordell)

Their 45-minute show of precision marching and rifle maneuvers thrilled the packed house audience of high school students, educators, and community members who attended their performances held at schools in the Yorba Linda, Newport Beach, and San Bernardino Recruiting Company areas.

For those who have never witnessed The Old Guard in action, the demonstration is more than the usual color guard ceremony. Each soldier is attired in full dress blue uniform and uses a 1903 Springfield carbine with fixed razor-sharp bayonet and at one point stops a maneuver with bayonet tip just millimeters from the drill master's head.

The USADT performs a variety of intricate maneuvers which have extremely high-risk factors. One such maneuver is dubbed the "daring front-to-rear overhead rifle toss," and is deserving of such a glorified title. During this dangerous routine four members of the

drill team alternately toss their spinning 10-pound rifles from the front rank to the back, often as high as 15 feet in the air and 15 feet to the rear. Then four soldiers in the back rank snatch the revolving weapons one-handed in a true demonstration of courage and concentration.

The Old Guard based at Fort Myer, Va., when not performing for the President or visiting dignitaries and heads of state, travels extensively supporting Army recruiting, acting as goodwill ambassadors for the Army. They certainly did make a difference for the recruiters from Southern California Battalion with over 4,600 students in attendance at their performances, producing 165 leads to date.

"Several students have talked to us asking about how they can become a member of the team," said SSG David Harman, Lancaster Recruiting Station.



# The Test

1. When managing LEADS, as a station commander you must maintain \_\_\_\_\_ 31-day monthly suspense files.

- a. four
- b. three
- c. one
- d. two

2. There are two basic types of BSN programs that nurse recruiters work. They are \_\_\_\_\_ and \_\_\_\_\_.

- a. specific nurse program, degree completion program
- b. generic program, BSN correspondence program
- c. generic program, degree completion program
- d. specific nurse program, BSN correspondence program

3. If law enforcement agencies and courts will not complete DD Form 369 or USAREC Form 1037, but will allow recruiting personnel to view the records, the recruiter will complete and sign these two forms.

- a. True
- b. False

4. What administrative actions must be accomplished once a prospect agrees to an appointment?

- a. Initiate USAREC Form 200-C or USAREC Form 200-5, enter appointment in planning guide, document appropriate USAREC Form 539, and give completed USAREC Form 200-C to station commander.
- b. Inform station commander, update USAREC Form 539, and annotate planning guide.
- c. Initiate USAREC Form 200-C or USAREC Form 200-5, annotate planning guide, and inform station commander.
- d. Initiate USAREC Form 200-C or USAREC Form 200-5, inform station commander, and update USAREC Form 539.

5. A birth certificate translated into English by a bilingual soldier may be used for enlistment purposes (the bilingual soldier possesses the language skill identifier).

- a. True
- b. False

6. Transfer of a DEP/DTP member must transpire not later than \_\_\_\_\_ days prior to the losing recruiter's departure.

- a. 15
- b. 30
- c. 3
- d. 7

7. A prospect will not be administered a retest with either the CAST or EST within \_\_\_\_\_ days of previous administration of either screening instrument.

- a. 15
- b. 30
- c. 7
- d. 60

8. Even though a salesman delivers a perfect sales presentation, he or she misses buying signals from the customer and asks for the order at the wrong time. Some never ask at all. What is the corrective action?

- a. Listen to what the prospect says
- b. Use trial closes
- c. Always ask prospect to enlist
- d. All above

9. Salesmen try to sell products without first determining exactly what the customer's goals and needs are. What is the corrective action?

- a. Trial closes
- b. Listen
- c. Handle objection
- d. Rapport

10. A high school diploma graduate applicant enlisted in the USAR for the Selective Loan Repayment Program six months ago and since then has completed initial active duty for training and is MOS qualified. Can this soldier start using the Selective Loan Repayment Program immediately?

- a. Yes
- b. No

11. What is the requirement for senior contacts by 31 July?

- a. 20 percent
- b. 15 percent
- c. 10 percent
- d. 25 percent

12. A lead source analysis for the recruiting station will be accomplished at the end of each \_\_\_\_\_ using USAREC Form 762.

- a. RSM
- b. week
- c. quarter
- d. year

13. Which is not a symptom of heat exhaustion?

- a. Urge to defecate
- b. Headache
- c. Dizziness
- d. Seizures

14. When reporting enemy information, use the key word \_\_\_\_\_ to give a complete and accurate oral or written report.

- a. Stop
- b. Security
- c. Salute
- d. Sport

15. Which is not one of the five major terrain features on a map?

- a. Hill
- b. Spur
- c. Valley
- d. Saddle

*(The answers to this month's Test can be found on the inside back cover.)*

# The Glen E. Morrell Award



**BALTIMORE**  
SFC Wende Woodham  
Ms. Linda Calligan  
SFC Darin Randall  
**BECKLEY**  
Mr. Eugene Bland  
SFC Alvin White

**COLUMBIA**  
SFC Mauricio Branwell  
SFC Milton Hayes  
**DES MOINES**  
SFC Thomas Hunkel  
**HARRISBURG**  
SFC Michael Peters  
**HQS, USAREC**  
SFC Ronald Listenberger  
**JACKSON**  
SFC Bobbie Grinnon  
SFC Leonard Thompson  
**JACKSONVILLE**  
SSG Ricky Hawkins  
**KANSAS CITY**  
SFC Jackie Crawford  
**NEW ENGLAND**  
SFC Manuel Daponte  
**NEW ORLEANS**  
SFC Clifton Hearne

**NEW YORK CITY**  
SFC Maurice Jones  
**OKLAHOMA CITY**  
SFC Rodney Laughlin  
SFC George Townsend  
SFC Ivory Hunter  
**PHOENIX**  
SFC Gregg Funk  
SFC Trent Anzek  
SFC Clifton Lewis  
SFC Jorge Rascon  
**PORTLAND**  
Mr. Saunoa Vaouli  
**SEATTLE**  
SFC Daniel Lentz  
SFC Roy Kauer  
**SACRAMENTO**  
SFC Daniel Rutan

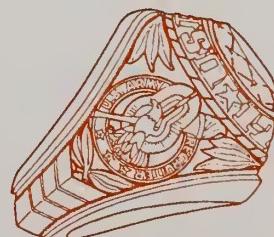
## Recruiter Ring

**ALBANY**  
SSG Kelly Alford  
**ATLANTA**  
SFC Ricky Lockhart  
**BALTIMORE**  
SSG Calvin Franklin  
SSG Timmie Glover  
SFC Michael Burch  
SFC Mervin Jones  
SGT Timothy Brillian  
SGT Keith Mitsch  
**BECKLEY**  
SSG George Kinchen  
SFC Micahel Martin  
SFC Charles Wilson  
SFC Walter Mayes  
**CLEVELAND**  
SFC Salem Simon  
**COLUMBIA**  
SFC Brian Kunka  
SGT Gerry Herron  
SSG Daniel Boulton  
SSG Johnny Thigpen  
SSG Charles Stephens

SSG Craig Simmons  
**DALLAS**  
SFC Carlist Brinkley  
SFC Timothy Grant  
**DENVER**  
SFC Todd Grizzle  
**INDIANAPOLIS**  
SFC Robert Hokey  
SFC Timothy Collette  
**HARRISBURG**  
SFC Jeffrey MacDonald  
**JACKSONVILLE**  
SSG Diane Rogers  
SGT Donald Jones  
**KANSAS CITY**  
MSG James Zang  
SSG Edward Lewis  
**MILWAUKEE**  
SSG Eric Meister  
**MINNEAPOLIS**  
SFC Lisa Wells  
SFC Richard Sjolin  
**MONTGOMERY**

SFC Gerald Landers  
**NASHVILLE**  
SSG Richard Green  
**NEW ENGLAND**  
SFC Ferdinand Coderre  
SFC Laurence Campbell  
SFC Billy Crabtree  
**NEW ORLEANS**  
MSG James Lee  
SSG Diane Nicholson  
SSG Jeffrey Brouwer  
**NEW YORK CITY**  
SSG Anthony Alston  
SFC Anthony Moore  
**PHILADELPHIA**  
SFC Gary Quinter  
SSG Charles Aikens  
SGT Robert Bordley  
**PORTLAND**  
SFC Stuart Lallier  
**RALEIGH**  
SSG Randall Trebat  
**SACRAMENTO**

SSG David Porter  
SSG David Mains  
**SEATTLE**  
SSG Dale Constantine  
SSG Kim Ellerman  
SFC Herbie Martin  
**SOUTHERN CALIF.**  
SSG Tommy Smith  
SSG Augustine Avilucea  
**SYRACUSE**  
SSG Michael Siptrott  
SGT Eric Foster  
**TAMPA**  
SFC L. Esguerra-Padilla



# Salutes

## Gold Badges

**ALBANY**  
 SSG Jose Parra  
**ATLANTA**  
 SGT Eric Reed  
 SSG Glenn Reece  
 SSG Timothy Armstrong  
 SGT Robert Hinkley  
**BALTIMORE**  
 SSG Gregory Brogdon  
 SSG Calvin Liburd  
 SSG Robert Webster  
 SSG Cathy Chaney  
 SGT Donald Bryant  
 SSG Kent James  
 SSG Mable Bell  
**BECKLEY**  
 SSG Julian Adkins  
 SGT Robert Ackley  
 SFC Kenneth Melton  
 SSG Marvin Edwards  
 SSG Darren Parker  
 SFC Ronald Henry  
**CLEVELAND**  
 SSG Timothy Golden  
 SSG Lance Harris  
 SSG Reginald Griffin  
**COLUMBIA**  
 SSG Donald Parris  
 SGT Vondel Davis  
 SSG Marvin Loveless  
 SSG Guillermo Obando  
 SSG Edwin Collins  
 SSG Todd Hoskins  
 SSG William Wyatt  
 SSG Steve Holiskey  
 SSG John Michael  
 SSG Kennedy Wesson  
 SSG Charles McClam  
 SSG Timothy Hilburn  
 SGT Gary Solomon  
 SGT Tammy Quince  
 SSG Frederick Brown  
 SSG Shirley Dukes  
 SGT Gerald Bowen  
**COLUMBUS**  
 SGT Ben Kerr  
 SGT Patrick McCormack  
 SGT William Roelofs  
 SSG James Berry  
 SFC Anthony Christy  
**DALLAS**  
 SSG William Carver  
 SGT Roland Bryant  
 SSG N. Santos-Santiago  
 SFC Tommy Levi  
 SSG Richard Strange  
 SSG Clifford Dickerson

<b>DENVER</b>	SSG Jeffrey Barnett	SSG Anthony Gast
SGT Robert Dietrich	SGT Randel Clayton	SSG Kelly Robinson
<b>DES MOINES</b>	SGT Steve Williams	SGT Brenton Bynum
SFC Charles Matthews	SGT Thomas Hanna	SSG Richard Parks
SGT Brenda Sinclair	SSG Terry Singleton	SSG Timothy Merrell
SSG Jamie Whitaker	SGT Richard Atwell	SGT David Brooks
SGT Layne Lada	SSG Vaniesa Price	SGT David Reisenauer
<b>GREAT LAKES</b>	SSG Duffie Robertson	SGT Thomas Chevalier
SSG Mark McKaig	SGT Rodney Galloway	SSG J. Hockenberry
SSG Larry Eaton	<b>NASHVILLE</b>	SGT Nora Laflin
SFC Steven Balske	SFC Frank Cardoza	SFC Martin Otis
SSG David Leitsch	SSG Paul Conrad	<b>PITTSBURGH</b>
SSG Albert Esquivel	SFC Jo Griffin	SSG R. Rodeheaver
SSG Scott Shippy	SGT Robert Dorety	SSG Duane Cristofaro
<b>HARRISBURG</b>	<b>NEW ENGLAND</b>	SGT Steven Colbert
SSG Robby Williams	SSG Michael Alston	<b>PORTLAND</b>
SFC Anthony Terico	SSG Victor Fields	SSG Thao Kamakahi
SGT James Greco	SFC Jack Pattishall	SSG Todd Ames
SFC Thomas Dobeck	SFC John Boyd	SSG Irving McClure
SSG David Harris	SSG Barry Connors	SSG Robert Morse
SGT Dewayne Wouters	SGT Kevin Griffis	SGT Kevin Porter
<b>HOUSTON</b>	<b>NEW ORLEANS</b>	SSG Ronald Weber
SFC John Crowe	SSG Bart Wingo	SGT Julie Coffey
<b>INDIANAPOLIS</b>	SSG Darryle Sellers	SGT Cary Daniels
SSG Vernon Briggs	SGT Earnest McCarty	SSG Steven Tussey
SSG Agaluma Filoialii	SSG John Bergman	<b>RALEIGH</b>
SGT Daniel Pinkowsky	SGT Scott Snedeker	SGT Thomas Boaz
SGT Harry Meyer	<b>NEW YORK CITY</b>	SSG Susan Christy
SSG Orlando Garcia	SFC Donald Strohl	Mr. Curtis Curry
SSG Maurice Lewis	SGT Constance White	<b>SACRAMENTO</b>
SSG Benjamin Cooper	SSG Jose Blanco	SSG Joseph Lepien
SGT Tony Pendley	SSG Bruce Gigandet	SFC Larry Brown
<b>JACKSON</b>	<b>OKLAHOMA CITY</b>	SGT Matthew McBride
SSG William Reid	SSG Robert Scott	SSG Gary Chaffins
<b>JACKSONVILLE</b>	SSG Steven Estes	SSG David Sigurdson
SSG Joseph Menkiti	<b>PHILADELPHIA</b>	SGT Scott Finney
SFC Kara Phillips	SSG Alex Breen	SSG Joseph Fonseca
SSG Luis Figueroa	SFC Donnell Beale	SGT Jeffrey Bettencourt
<b>KANSAS CITY</b>	SSG Larry Lee	SFC Joseph Fonseca
SSG Robert Mott	SFC Todd Foringer	SSG Michael Morrow
SGT C. Cunningham	SSG Daniel Cagan	<b>SEATTLE</b>
SFC Robert Fraser	SSG Patrick Morris	SSG Adrian Wall
SSG John Chmidling	SSG Terrance Brailsford	SSG Steven Kneeland
SSG David Harrod	SFC Thomas Graham	SGT Randy Cain
SSG John Anthony	SSG Ronald Sanders	SGT Christopher Marcoe
SGT Jeffrey Uithoven	SSG Anthony Justice	SGT Douglas Thompson
SSG Tracy Simpson	SGT Robert Huster	SFC David Smith
<b>LOS ANGELES</b>	SGT Glenn Denny	<b>SOUTHERN CALIF.</b>
SGT Kent Hitch	SGT Michael Iskander	SSG Jimmy Sanders
SFC David Gardner	SSG James Parker	SSG Bradley Bertrand
SSG Duane Kruger	SSG Terry Lazenby	SSG Craig Hughes
<b>MIAMI</b>	SSG Tracy Davis	SSG Edward Stoltz
SSG Miguel Mattei	SFC Robert Walker	SSG Michael Lemon
<b>MINNEAPOLIS</b>	SSG Gregory Pamplin	SSG Bobby Buch
SGT Scott Klaassen	SSG Alan Johnson	<b>SYRACUSE</b>
SSG Michael Rother	<b>PHOENIX</b>	SSG Joseph Osborn
SSG Thomas Fisk	SGT Ralph Weller	<b>TAMPA</b>
<b>MONTGOMERY</b>	SGT Robert Zavala	SGT Joseph Hood
SGT Dalton Johnson	SGT K. Harston-Danas	SGT Melvin Pagan



Four Carlisle Company recruiters stood proudly with retired GEN Colin Powell: (left to right) SGT Carl Jack and SFC Barry Browne, Dallastown station; along with SSG Jon Crawford and SGT Bruce Wright, York station. Powell was the guest speaker for the Junior League of York, Pa., and asked to be photographed with the soldiers who were in the audience. (Photo by Lindsay Conner, Harrisburg Battalion)

### ***Answers to the Test***

1. d, Ref, USAREC Reg 350-7,  
Appendix D, para D-2, a(4)
2. c, Ref, USAREC Reg 601-37,  
para 4-1, b(5)
3. a, USAREC Reg 601-94,  
para 5 m
4. a, Ref, USAREC Reg 350-6,  
para 3-16
5. a, Ref, AR 601-210, para 2-1 c
6. d, Ref, USAREC Reg 601-95,  
para 2-1 b
7. b, Ref, USAREC Reg 611-4,  
para 4f
8. d, Ref, USAREC Pam 350-7,  
para 5-2d
9. b, Ref, USAREC Pam 350-7,  
para 5-2 b
10. b, Ref, USAREC Reg 621-1,  
para 4-4.
11. c, Ref, USAREC Reg 350-6,  
Table 3-1
12. a, Ref, USAREC Reg 350-7,  
Appendix N, para N-1
13. d, Ref, STP 21-1 SMCT,  
page 710
14. c, Ref, STP 21-1 SMCT,  
page 14.
15. b, Ref, STP 21-1 SMCT,  
page 61

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